

APPENDIX 8

TERMINAL AND EN ROUTE CONTROLLER-IN-CHARGE INSTRUCTIONAL PROGRAM GUIDE (IPG)

SECTION 1. INTRODUCTION

This IPG includes information about the following two development stages:

- I. Computer-Based Instruction (CBI) Course 57057, En Route
Course 57060, Terminal**
- II. Controller-in-Charge (CIC) Training Course 55072, En Route
Course 55073, Terminal**

SECTION 2. STAGE I: FAA ACADEMY TRAINING
CONTROLLER-IN-CHARGE CBI
(COURSE 57057, EN ROUTE)
(COURSE 57060, TERMINAL)

GENERAL: The purpose of this stage is to provide the air traffic control specialists (ATCS) selected to be controllers-in-charge (CIC) with a mandatory national CBI course (modules 1 through 10).

PREREQUISITE: ATCS's from the en route or terminal options that have been selected by the CIC selection official.

LOCATION: Field facility

TRAINING LENGTH: This training is self-paced; therefore, the time to complete it is based on an average. The 10 modules should be able to be completed within 12 hours.

ADMINISTRATION: This training is conducted in a CBI environment using FAA Academy-developed modules tailored to facility requirements.

1. LESSON OVERVIEW:

- a. MODULE 1. INTRODUCTION.** This includes an introduction to the course layout as well as an outline of the course content.
- b. MODULE 2. POSITION OVERVIEW.** This module presents an overview of the general responsibilities of the CIC. It also presents responsibilities of assuming the watch.
- c. MODULE 3. SUPERVISING PERSONNEL.** This module presents responsibilities for position assignments, position relief briefings, approving leave, training, safety, and drug testing.
- d. MODULE 4. OPERATIONS MANAGEMENT.** This module describes procedures and presents responsibilities associated with data logs, Notices to Airmen (NOTAM), equipment outages, and flight inspection of navigational aids (NAVAID).
- e. MODULE 5. INCIDENTS.** This module presents responsibilities associated with near-midair collisions (NMAC), pilot deviations, and operational errors/deviations (OE/D).
- f. MODULE 6. CRITICAL AIR SITUATIONS.** This module describes procedures and presents responsibilities associated with aircraft accidents, hijacked aircraft, bomb threats, flight assists, and emergency locator transmitter signals.
- g. MODULE 7. SPECIAL OPERATIONS.** This module presents responsibilities for handling presidential aircraft and other special air operations.
- h. MODULE 8. REPORTING EXERCISES.** This module provides the opportunity to practice completing reports associated with flight assists, pilot deviations, aircraft accidents, OE/D's, and NMAC's.
- i. MODULE 9. PUBLIC RELATIONS (TERMINAL ONLY).** This module describes procedures for handling public inquiries.
- j. MODULE 10. FACILITY EMERGENCIES AND SECURITY (TERMINAL ONLY).** This module describes procedures and identifies responsibilities associated with emergencies and security of the facility.

2. LESSON OBJECTIVES:

- a. MODULE 1.** This module presents the course layout. Short summaries of course topics are available.
- b. MODULE 2.** In accordance with applicable orders, the individual will be able to identify the following:
 - (1) CIC general areas of responsibility.
 - (2) Supervisory functions not included in CIC responsibilities.

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(3) Procedures and responsibilities associated with assuming the watch.

c. MODULE 3. In accordance with applicable orders, the individual will be able to:

(1) Determine resources and requirements necessary for position assignments.

(2) Identify responsibilities associated with controller position relief briefings.

(3) Identify considerations associated with processing leave requests.

(4) Identify responsibilities associated with on-the-job training (OJT) activities.

(5) Identify responsibilities associated with the safety and health of personnel and protection of FAA property.

(6) Identify responsibilities associated with drug testing.

d. MODULE 4. In accordance with applicable orders, the individual will be able to:

(1) Identify responsibilities for collecting and reporting basic operational information.

(2) Identify responsibilities for distributing NOTAM's.

(3) Identify responsibilities for coordinating responses to equipment failures.

(4) Identify responsibilities associated with flight inspection activities.

e. MODULE 5. In accordance with applicable orders, the individual will be able to:

(1) Identify responsibilities for gathering data and reporting NMAC's.

(2) Identify responsibilities for gathering data and reporting pilot deviations.

(3) Identify responsibilities associated with OE/D's.

f. MODULE 6. In accordance with applicable orders, the individual will be able to:

(1) Identify responsibilities for gathering data and reporting aircraft accidents.

(2) Identify responsibilities associated with hijacked aircraft.

(3) Identify responsibilities associated with bomb threats.

(4) Identify responsibilities for gathering data and reporting flight assists.

(5) Identify responsibilities associated with emergency locator transmitter (ELT) signals.

g. MODULE 7. In accordance with applicable orders, the individual will be able to:

(1) Identify responsibilities associated with presidential aircraft.

(2) Identify responsibilities associated with special operations of aircraft from the Department of Defense (DOD) or law enforcement agencies.

h. MODULE 8. This module provides the opportunity to practice completing reports associated with flight assists, pilot deviations, aircraft accidents, OE/D's, and NMAC's.

i. MODULE 9 (TERMINAL ONLY). In accordance with applicable orders, the individual will be able to:

(1) Identify the procedures for handling requests from the public and/or the media for air traffic control (ATC) information.

(2) Identify the procedures for handling Freedom of Information Act (FOIA) requests.

j. MODULE 10 (TERMINAL ONLY). In accordance with applicable orders, the individual will be able to:

(1) Identify responsibilities associated with suspicious activities.

(2) Identify responsibilities for handling requests for and conducting facility tours.

(3) Identify procedures and responsibilities associated with facility bomb threats.

(4) Identify responsibilities for gathering data and reporting an Interruption of Air Traffic Services (INATS).

(5) Identify responsibilities for handling facility emergencies.

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3. REFERENCES:

- a.** FAA Order 7110.65, Air Traffic Control
- b.** FAA Order 7210.3, Facility Operation and Administration
- c.** FAA Order 7210.56, Air Traffic Quality Assurance
- d.** FAA Order 8020.11, Aircraft Accident and Incident Notification, Investigation, and Reporting
- e.** FAA Order 1600.6, Facility Security Policy
- f.** FAA Order 1600.69, FAA Facility Security Management Program

**SECTION 3. STAGE II: FACILITY CONTROLLER-IN-CHARGE QUALIFICATION AND
CERTIFICATION
(COURSE 55072, EN ROUTE PART A)
(COURSE 55073, TERMINAL PART A)**

GENERAL: The purpose of this stage is to provide the ATCS's selected to be CIC's with a mandatory national classroom course (lessons 1 through 6) and site-specific classroom training (lessons 7 through 17). Lessons shall include all applicable directives and procedures. Part A prepares the developmental CIC for OJT. Upon completion of part A, the developmental CIC will enter OJT for part B.

Facilities shall determine which portions of lessons 7 through 17 will be administered based on facility requirements.

PREREQUISITE: Completion of Course 57057, En Route CBI, or
Course 57060, Terminal CBI

LOCATION: Field facility determined.

TRAINING LENGTH:	Part A: Lessons 1 through 6	8 hours
	Lessons 7 through 17	Hours facility determined Minimum 8 hours required
	Part B: OJT	Hours facility determined

ADMINISTRATION: This training is conducted in a classroom/operational environment using FAA Academy-developed lesson plans for lessons 1 through 6 and FAA Academy-developed instructional modules tailored to facility requirements and enhanced with site-specific items. Facilities may add additional lessons and/or items. Facilities are encouraged to develop and conduct scenarios depicting situational awareness problems based on actual situations experienced by the facility or those that are likely to occur.

NOTE: The FAA Academy-developed instructional modules (lessons 7 through 17) are provided in electronic format to facilitate the addition of site-specific instructional items to the basic national curriculum. The FAA Academy-developed instructional modules are designed for use as a resource and are intended to be tailored to meet individual facility requirements. Facilities may add additional lessons and/or items.

1. PART A: LESSON OVERVIEW

a. NATIONAL LESSON 1. WATCH SUPERVISION. This lesson includes the requirements of the CIC while performing the watch supervision duties. This lesson discusses the goals and guidance for the shift, whether it is for a full shift or for a short period of time.

b. NATIONAL LESSON 2. HUMAN RELATIONS. This lesson includes proper communication techniques and identification of inappropriate behavior in the workplace.

c. NATIONAL LESSON 3. OPERATIONS MANAGEMENT. This lesson includes responsibilities for the transfer of a position, selection of active runways, equipment configurations, and weather impacts on air traffic.

d. NATIONAL LESSON 4. RESOURCE MANAGEMENT. This lesson includes the responsibilities to ensure that there is adequate staffing. It also includes the responsibilities to approve overtime, approve leave requests, and assign work.

e. NATIONAL LESSON 5. QUALITY ASSURANCE. This lesson includes the responsibility of OE/D prevention and the investigation process if an OE/D occurs.

f. NATIONAL LESSON 6. UNUSUAL SITUATIONS. This lesson includes the responsibilities and the appropriate response of the CIC if an unusual situation arises.

g. FACILITY LESSON 7. ACCIDENTS AND INCIDENTS. This instructional module covers aircraft accident/incident files and packages and reports associated with CIC responsibilities.

h. FACILITY LESSON 8. EXCUSED ABSENCE. This instructional module will identify the various circumstances that qualify as excused absences and the CIC's responsibility to recognize applicable situations and follow appropriate regulations.

i. FACILITY LESSON 9. HUMAN RELATIONS AND COMMUNICATIONS. This instructional module covers human relations and communication skills associated with CIC responsibilities.

j. FACILITY LESSON 10. LABOR MANAGEMENT RELATIONS. This instructional module allows participants to become familiar with the various aspects of labor management.

k. FACILITY LESSON 11. LEAVE ADMINISTRATION. This instructional module addresses various leave policies and procedures and the CIC's responsibility to follow specified procedures while processing leave requests and maintaining appropriate resources to ensure safe air traffic services.

l. FACILITY LESSON 12. MEDICAL, ALCOHOL, AND DRUG REGULATIONS. This instructional module identifies the policies, programs, and procedures that are related to restricted drugs, the Drug and Alcohol Testing Program, and medical requirements.

m. FACILITY LESSON 13. OPERATIONAL ERRORS AND DEVIATIONS. This instructional module includes OE/D procedures associated with the CIC.

n. FACILITY LESSON 14. OPERATIONAL REQUIREMENTS. This instructional module presents many of the rules and regulations that govern operational requirements and situational awareness.

o. FACILITY LESSON 15. OPERATIONAL STAFFING. This instructional module covers the various operational staffing duties and responsibilities of a CIC.

p. FACILITY LESSON 16. TRAINING PROCEDURES. This instructional module covers various training policies, programs, procedures, and training responsibilities of a CIC.

q. FACILITY LESSON 17. WORK ENVIRONMENT AND HUMAN RELATIONS. This instructional module covers human relations in the work environment associated with CIC responsibilities.

2. COURSE OUTLINE (lessons 1 through 6): The following is a basic outline of items which are covered in each lesson. The facility is responsible for determining and adding site-specific information.

a. NATIONAL LESSON 1. WATCH SUPERVISION (TERMINAL AND EN ROUTE)

- (1) CIC designation, responsibility and authority
- (2) Watch supervision duties
- (3) General guidance and goals for the shift

b. NATIONAL LESSON 2. HUMAN RELATIONS (TERMINAL AND EN ROUTE)

- (1) Federal laws about harassment in the workplace
- (2) Behavior that could be construed as harassment
- (3) CIC responsibilities concerning harassment
- (4) Techniques for making on-the-spot corrections
- (5) CIC responsibilities for reporting potential harassment incidents
- (6) CIC responsibilities for preventing violence in the workplace

c. NATIONAL LESSON 3. OPERATIONS MANAGEMENT (TERMINAL)

- (1) Ways to maintain situational awareness
- (2) Information to report to traffic management
- (3) Responsibilities for transfer of position(s)
- (4) Factors for runway selection

- (5) Procedures to follow for equipment configurations, malfunctions, and maintenance
- (6) Responsibilities when weather impacts air traffic operations
- (7) Form preparation requirements
- (8) Security responsibilities
- (9) Facility safety
- (10) Training responsibilities

d. NATIONAL LESSON 3. OPERATIONS MANAGEMENT (EN ROUTE)

- (1) Ways to maintain situational awareness
- (2) Information to report to traffic management
- (3) Information to cover for transfer of position
- (4) Requirements for communication and display configuration
- (5) Equipment maintenance procedures
- (6) Documentation and communication procedures
- (7) Security responsibilities
- (8) Facility safety responsibilities
- (9) Training responsibilities

e. NATIONAL LESSON 4. RESOURCE MANAGEMENT (TERMINAL)

- (1) Staffing
 - (a) Position assignment
 - (b) Position rotation
 - (c) Overtime
 - (d) Time and attendance recording
 - (e) Processing leave request(s)
 - (f) Breaks
 - (g) Facility visits

f. NATIONAL LESSON 4. RESOURCE MANAGEMENT (EN ROUTE)

- (1)** Staffing
 - (a)** Position assignment
 - (b)** Position rotation
 - (c)** Overtime
 - (d)** Processing leave request(s)
 - (e)** Breaks
 - (f)** Facility visits

g. NATIONAL LESSON 5. QUALITY ASSURANCE

- (1)** Definitions
- (2)** Procedures and requirements
- (3)** Investigation process, procedures and requirements
- (4)** CIC's role in maintaining quality assurance
- (5)** Prevention tips

h. NATIONAL LESSON 6. UNUSUAL SITUATIONS

- (1)** How to respond to an unusual situation
- (2)** How to handle general complaints
- (3)** What information is released
- (4)** What to do with information based on the FOIA
- (5)** CIC's role in implementing contingency plans
- (6)** Special operation call signs
- (7)** Role/responsibilities of the CIC if there is a bomb threat, hijacking, or unidentified flying object (UFO) report

3. COURSE OUTLINE (lessons 7 through 17): Lessons 7 through 17 are designed to be utilized as a resource and are intended to be tailored to meet individual facility requirements. The facility is responsible for determining which elements in lessons 7 through 17 are applicable. The following is a basic outline of items that may be covered in each individual lesson. Facilities shall develop lessons by adding all

applicable procedures and directives in use at a facility to the applicable portions of lessons 7 through 17. Facilities are expected to add site-specific information and tailor as required. Facilities may add additional lessons and/or items.

a. FACILITY LESSON 7. ACCIDENTS AND INCIDENTS

- (1) Accidents
- (2) Incidents
- (3) NMAC's
- (4) Flight assist(s)
- (5) Hazardous materials
- (6) Hazardous air traffic reports (HATR)

b. FACILITY LESSON 8. EXCUSED ABSENCE

- (1) Situations and circumstances that qualify as excused absences
- (2) Appropriate regulations and procedures that apply to excused absences
- (3) Hazardous geological/weather conditions
- (4) Early vehicle start
- (5) Prenatal and infant child care
- (6) Jury duty
- (7) Blood donation
- (8) Brief absences
- (9) Conventions and conferences
- (10) Professional societies
- (11) Medical and health absences

c. FACILITY LESSON 9. HUMAN RELATIONS AND COMMUNICATIONS

- (1) Communication skills
 - (a) On-the-spot corrections

1 Controller performance

- (b) Employee recognition
- (c) Public interaction
- (d) News media inquiries
- (e) Visitors
- (f) Customer relations

d. FACILITY LESSON 10. LABOR MANAGEMENT RELATIONS

- (1) Labor contract administration
 - (a) Weingarten meeting considerations
 - (b) Grievances

e. FACILITY LESSON 11. LEAVE ADMINISTRATION

- (1) Annual leave
- (2) Sick leave
- (3) Holiday leave
- (4) Military leave
- (5) Family and Medical Leave Act (FMLA)
 - (a) Federal Employees Family Friendly Leave Act (FEFFLA)
- (6) Leave without pay (LWOP)
- (7) Absence without leave (AWOL)
- (8) Leave for special circumstances
- (9) Advance annual leave
- (10) Advance sick leave
- (11) Credit hours
- (12) Compensatory time

f. FACILITY LESSON 12. MEDICAL, ALCOHOL, AND DRUG REGULATIONS

- (1) Medical qualifications
- (2) Use of drugs and sedatives
 - (a) Restricted drugs
- (3) Misuse of alcohol
- (4) Drug and Alcohol Testing Program

g. FACILITY LESSON 13. OPERATIONAL ERRORS AND DEVIATIONS

- (1) OE/D's
- (2) Runway and taxiway incursions
- (3) Pedestrian and vehicle deviations at controlled airports
- (4) Pilot deviations
- (5) Traffic Alert and Collision Avoidance System
- (6) Spill-ins and spill-outs
- (7) Aviation safety reports (ASI)
- (8) Controller statements
- (9) Listening to tapes
- (10) National Track Analysis Program (NTAP)
- (11) Data Analysis Reduction Tool (DART)
- (12) Continuous Data Recording (CDR)
- (13) Systematic Air Traffic Operational Research Initiative (SATORI)

h. FACILITY LESSON 14. OPERATIONAL REQUIREMENTS

- (1) Situational awareness
 - (a) Overview of CIC responsibilities
 - (b) Accomplishing watch checklist
 - (c) Weather coordination

- (d)** Managing positions of operation
- (e)** Managing traffic
- (f)** Managing distractions
- (g)** Log entries
- (h)** Hazardous weather information

1 Significant meteorological (SIGMET) information handling

- (i)** Pilot report (PIREP) handling
- (j)** NOTAM handling
- (k)** Resource location
- (l)** Resource deployment
- (m)** Combine/decombine positions
- (n)** Optimal efficiency
- (o)** Traffic management
- (p)** Service hours

(2) Equipment

(Terminal)

- (a)** Automated Radar Terminal System (ARTS) supervisory functions
- (b)** NAVAID monitoring
- (c)** System component malfunction
 - 1** Communication systems
 - 2** Emergency power generator
- (d)** Facility-specific equipment
- (e)** Direct Access Radar Channel (En Route only)

(3) Special operations

- (a) Presidential aircraft
- (b) Suspect aircraft
- (c) Law enforcement aircraft

1 DOD

- (d) Flight inspection

1 Semi-automatic flight inspection (SAFI)

- (4) Facility security

- (5) Facility emergencies

- (a) Pilot violation of Federal Aviation Regulations (FAR)
- (b) ELT's
- (c) Lost aircraft
- (d) Hijacks
- (e) INATS
- (f) Suspicious activity
- (g) Facility evacuation

1 Bomb threats (Facility)

- (h) Contingency plan

i. FACILITY LESSON 15. OPERATIONAL STAFFING

- (1) Overtime

- (a) Telephone use for holdover

- (2) Watch schedule

- (3) Currency

- (4) Position assignments

- (a) Position rotation

- (b) Position relief

- (5) Unsatisfactory Condition Report (UCR)
- (6) On-the-job injuries
- (7) Federal Injury Compensation Program
- (8) Weingarten meetings
- (9) Facility appearance

j. FACILITY LESSON 16. TRAINING PROCEDURES

- (1) OJT
 - (a) OJT plan for the shift
- (2) Proficiency training
 - (a) Refresher training
 - (b) Supplemental training
 - (c) Skill enhancement training
 - (d) Remedial training
- (3) Familiarization (FAM) Training Program

k. FACILITY LESSON 17. WORK ENVIRONMENT AND HUMAN RELATIONS

- (1) Discrimination Complaints Accountability Board
- (2) Model work environment
- (3) Sexual Harassment Accountability Board (SHAB)
- (4) Equal Employment Opportunity (EEO)
- (5) EEO counselors
- (6) Employee Assistance Program (EAP)
- (7) Critical Incident Stress Management (CISM)
- (8) Acquired Immune Deficiency Syndrome (AIDS)
- (9) Harassment
- (10) Defamatory statements

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- (11) Substance abuse
- (12) Misuse of alcohol
- (13) Drug testing
- (14) Conduct on-the-job
- (15) Conduct off-the-job
- (16) Food and beverage enforcement
- (17) Workplace distractions
- (18) Dress code
- (19) Noise damage complaints
- (20) Reckless flying reports
- (21) UFO's

4. EVALUATION: End of lesson and end of course examinations are developed for lessons 1 through 6. Facilities shall tailor and develop end of lesson and end of course examinations to meet facility requirements for lessons 7 through 17. If additional lessons are added due to facility needs, end of lesson and end of course examinations shall be developed for them. The outcomes of all examinations shall be used to determine the need for additional training prior to beginning OJT.

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5. REFERENCES: Included, but are not limited to the following:

- a.** FAA Order 1200.8, Public Information Activities and Programs
- b.** FAA Order 1200.14, Congressional Visits to Field Offices and Facilities
- c.** FAA Order 1200.23, Public Availability of Information
- d.** FAA Order 1280.1, Protecting Privacy of Information About Individuals
- e.** FAA Order 1400.8, Equal Opportunity in FAA Employment
- f.** FAA Order 1600.1, Personnel Security Program
- g.** FAA Order 1600.6, Facility Security Policy
- h.** FAA Order 1600.65, Facility Visits by Foreign Nationals and Representatives
- i.** FAA Order 1800.6, Unsatisfactory Condition Report
- j.** FAA Order 1900.1, FAA Emergency Operations Plan
- k.** FAA Order 3120.29, Familiarization Training
- l.** FAA Order 3120.4, Air Traffic Technical Training
- m.** FAA Order 3200.9, Federal Aviation Personnel Manual
- n.** FAA Order 3210.5, Critical Incident Stress Debriefing Program
- o.** FAA Order 3600.4, Absence and Leave
- p.** FAA Order 3750.7, Ethical Conduct and Financial Disclosure
- q.** FAA Order 3900.19, Occupational Safety and Health Program
- r.** FAA Order 3910.6, Drug-Free Departmental Workplace
- s.** FAA Order 6030.31, Restoration of Operational Facilities, Appendixes 1 and 2
- t.** FAA Order 7110.10, Flight Services
- u.** FAA Order 7110.118, Land and Hold Short Operations (LAHSO)
- v.** FAA Order 7110.49, Unlawful Interference-Hijack/Bomb (Threat) Aboard Aircraft-Procedures and Covert Signals
- w.** FAA Order 7110.52, Suspected Illegal Use Of Aircraft

- x.** FAA Order 7110.65, Air Traffic Control
- y.** FAA Order 7210.3, Facility Operation and Administration
- z.** FAA Order 7210.55, Operational Data Reporting Requirements
- aa.** FAA Order 7210.56, Air Traffic Quality Assurance
- bb.** FAA Order 7900.5, Surface Weather Observing–METAR
- cc.** FAA Order 7930.2, Notices to Airmen (NOTAM)
- dd.** FAA Order 8020.11, Aircraft Accident and Incident Notification, Investigation, and Reporting
- ee.** Facility directives
- ff.** National Air Traffic Controllers Association (NATCA)/FAA collective bargaining agreement (CBA)

**SECTION 4. STAGE II: FACILITY CONTROLLER-IN-CHARGE
QUALIFICATION AND CERTIFICATION
(COURSE 55072 (EN ROUTE) PART B)
(COURSE 55073 (TERMINAL) PART B)**

GENERAL: The purpose of course 55072 and course 55073, part B, is to train ATCS's selected as CIC to perform the full range of duties and attain certification as CIC within the area/facility.

PREREQUISITE: Completion of Course 55072, En Route, Part A
Completion of Course 55073, Terminal, Part A

LOCATION: Field facility

TRAINING LENGTH: Facility determines OJT hours.

ADMINISTRATION: OJT is conducted in accordance with FAA Order 3120.4.
EXCEPTION: Due to the duties associated with watch supervision, the assignment of a training team is not required. OJT shall be conducted by a first-level supervisor.

1. PART B. LESSON OBJECTIVE: The CIC will be able to perform all required watch supervision duties and responsibilities.

a. JOB FUNCTIONS: Through OJT, the CIC will be able to: (Because of differences in operations among TRACON's, towers, and ARTCC's, the following job functions may not apply to all facilities.)

- (1) Make position assignments.
- (2) Provide breaks.
- (3) Combine/decombine positions.
- (4) Monitor/configure equipment.
- (5) Monitor weather for impacts on air traffic.
- (6) Assign OJT.
- (7) Ensure available resources are deployed for optimal efficiency.
- (8) Identify need for overtime.
- (9) Process leave requests.
- (10) Document time and attendance.
- (11) Process and document FAA/facility forms.
- (12) Implement contingency plans.
- (13) Respond to unusual situations/emergencies/accidents and incidents.
- (14) Coordinate special operations.
- (15) Respond to information requests.
- (16) Handle public complaints.
- (17) Make on-the-spot corrections.
- (18) Eliminate distractions.
- (19) Demonstrate runway selection responsibilities.
- (20) Monitor LAHSO operations.
- (21) Through simulation, respond to bomb threats, hijacking, and UFO reports.
- (22) Adhere to guidance and goals for the shift.
- (23) Maintains situational awareness.
- (24) Conduct and receive position relief briefings.
- (25) When necessary, implement flow control.
- (26) Identify and report harassment incidents.
- (27) Report equipment malfunctions.
- (28) Prevent OE/D.
- (29) Provide assistance to specialists.
- (30) Report and process preliminary OE/D reports.
- (31) Comply with labor contract requirements.

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SECTION 5: INSTRUCTIONS FOR COMPLETING THE CIC OJT INSTRUCTION/EVALUATION REPORT FAA FORM 3120-36.

1. INTRODUCTION: This appendix contains instructions for completing FAA Form 3120-36. This form shall be used by instructors, OJT instructors (OJTI), and operational supervisors to record their observations of the performance and progress of ATCS's selected as CIC during OJT instruction, skill enhancement training, and skill check sessions. FAA Form 3120-36 may be used to document OJT. A copy of the form is provided on pages 28 and 29 of this appendix. It is available in pad form through the FAA Logistics Center.

2. USING THE WORKSHEET: Complete the following items. Block numbers correspond to the numbered blocks on the worksheet.

Block 1 **NAME:** Print ATCS's name.

Block 2 **DATE:** Enter month, day, year.

Block 3 **POSITION (S):** Enter CIC and area of operation on which training or skill check is being performed.

Block 4 **WEATHER:** Record description of weather as VFR, MVFR, or IFR. Check the one box most representative of the session. Conditions that impact training should be noted in block 12.

Block 5 **WORKLOAD:** Check description of workload. Check the one box most representative of the session.

Block 6 **COMPLEXITY:** Check description of complexity of operations. Check the one box most representative of the session. Note any unusual situations or occurrences that impact training in block 12.

Block 7 **HOURS THIS SESSION:** Enter actual clock hours and minutes for this session.

Block 8 **HOURS (%) THIS POSITION:** Enter total clock hours and minutes spent in training on this position. Include this session. As an option, enter percent of allotted hours expended so far for this position.

Block 9 **PURPOSE OF REPORT:** Check appropriate purpose of report on the form. Check "OJT" for any activity that is counted as part of the assigned training time. Indicate "Other" if used for skill enhancement training and document specific use in block 12. Indicate "Simulation" if simulation laboratory is used. The supervisor checks "Evaluation" if administering a performance skill check or "Certification" if administering a certification skill check.

Block 10 **ROUTING:** According to facility requirements.

Block 11 PERFORMANCE: Block 11 consists of the performance section. This section contains critical job elements (CJE), job function categories, and job functions used as a basis for instructing and evaluating the ATCS. Users of this form should review the definitions of all job functions and their respective performance indicators in the attached checklist. These descriptions are guidelines to be used by all participants involved in OJT, and to ensure that what is expected is mutually understood. This checklist is not all-inclusive and is not meant to limit the duties to be reviewed. The job function category entitled “Other” is intended for local use and adaptation.

a. OJT's place checkmarks in the columns “OBSERVED” and “COMMENT” as follows:

(1) OBSERVED: A checkmark in this column indicates that the operation or procedure was observed during the period, but that no significant comments are made.

(2) COMMENT: A checkmark in this column indicates that the operation or procedure was observed during the period and is accompanied by a referenced comment in block 12.

b. The supervisor who conducts the skill check uses the columns “SATISFACTORY,” “NEEDS IMPROVEMENT,” and “UNSATISFACTORY.” OJT's do not make checkmarks in these columns since these terms are evaluative. The terms are defined as follows:

(1) SATISFACTORY: A checkmark in this column indicates that the ATCS's observed performance this session meets expected performance requirements and indicates that he/she demonstrates the ability to work independently for this performance item. Examples of exemplary performance and specific comments, along with suggestions for improvement, shall be stated in block 12 of the form for each job function indicated.

(2) NEEDS IMPROVEMENT: A checkmark in this column indicates that the ATCS's observed performance is acceptable at this stage of training, but must improve in order to meet expected performance. Specific comments, along with suggestions or requirements for improvement, shall be stated in Block 12 of the form for each job function indicated.

(3) UNSATISFACTORY: A checkmark in this column indicates that the ATCS's observed performance is unsatisfactory at this stage of training. Suggestions and recommendations for correcting each unsatisfactory job function must be stated in block 12, except at the 100 percent level.

c. To certify on a skill check, all applicable items must be marked satisfactory or “N/O” (not observed). If an item is marked “N/O,” block 12 must indicate that the ATCS has demonstrated satisfactory performance/knowledge for that job function. If necessary, verbal questioning, simulation, or other methods may be used to demonstrate knowledge of a job function when not observed. Any checkmark in the “UNSATISFACTORY” column constitutes a failure of the skill check or certification and must be documented in block 12.

d. If a job function is not applicable to a position being observed, it should be recorded as “N/A” (not applicable).

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Block 12 **COMMENTS:** This block is used by the OJTI or by the supervisor who conducted the skill check; the comment block provides space for the documentation of the ATCS's performance during OJT instruction or skill check sessions.

a. OJTI'S USE OF THE COMMENT BLOCK: This block is used by the OJTI to document an observation when a checkmark is made in the "Comment" column on the front of the form. The OJTI shall sign and date this block. The comments:

(1) May be specific or general.

(2) May include exemplary, noteworthy, or unusual events.

(3) Shall describe any observed performance deficiencies. In the case of performance deficiencies, or when improvement is needed in a specific area, references shall be made to applicable procedures, letters of agreement (LOA), orders/directives, etc.

b. SUPERVISOR'S USE OF THE COMMENT BLOCK: This block shall be used by the supervisor who conducted the skill check to:

(1) Document performance/progress.

(2) Describe performance rated as "Needs Improvement" or "Unsatisfactory" and list references to specific procedures, LOA's, or directives that should be reviewed by the ATCS so that the performance problem may be corrected.

c. Recommend one of the following:

(1) Continuation of OJT.

(2) Skill enhancement training.

(3) Suspension of training.

(4) Certification.

Block 12A Use of this block is not required. When a directive is applicable to the comment, it is recommended that the applicable directive and paragraph be noted.

Block 13 RECOMMENDATION: This block shall be used by the supervisor who conducted the skill check. The supervisor shall recommend one of the following:

- a. Certification skill check.
- b. Certification (when appropriate).
- c. Continuation of OJT.
- d. Skill enhancement training.
- e. Suspension of OJT.

Note: This block is not used for CPC performance skill checks.

Block 14 EMPLOYEE'S COMMENTS: This block may be used by the ATCS for making comments pertaining to the training period or skill check, or for making general comments regarding training. Employee must sign and date the form. A signature does not necessarily indicate concurrence with the report, only that the report has been discussed with the ATCS.

Block 15 CERTIFICATION: This block is used by the supervisor to document position certification/recertification. Record position of operation, sign, and date.

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CONTROLLER IN CHARGE OJT INSTRUCTION/EVALUATION REPORT																																																																																																																																																																																																						
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4. Weather: <input type="checkbox"/> VFR <input type="checkbox"/> MVFR <input type="checkbox"/> IFR		5. Workload: <input type="checkbox"/> Light <input type="checkbox"/> Moderate <input type="checkbox"/> Heavy		6. Complexity: <input type="checkbox"/> Routine, not difficult <input type="checkbox"/> Occasionally Difficult <input type="checkbox"/> Mostly Difficult <input type="checkbox"/> Very Difficult			7. Hours this session: 8. Hours (%) this position:																																																																																																																																																																																															
9. Purpose: <input type="checkbox"/> OJT <input type="checkbox"/> Certification <input type="checkbox"/> Other <input type="checkbox"/> Evaluation <input type="checkbox"/> Recertification <input type="checkbox"/> Skill Enhancement							10. Routing																																																																																																																																																																																															
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 5%; padding: 5px;">11.</th> <th style="width: 5%; padding: 5px;">CJE</th> <th style="width: 15%; padding: 5px;">Job Function Category</th> <th style="width: 40%; padding: 5px;">Job Function</th> <th style="width: 5%; padding: 5px;">Observed</th> <th style="width: 5%; padding: 5px;">Comment</th> <th style="width: 5%; padding: 5px;">Satisfactory</th> <th style="width: 5%; padding: 5px;">Needs Improvement</th> <th style="width: 5%; padding: 5px;">Unsatisfactory</th> </tr> </thead> <tbody> <tr> <td rowspan="23" style="text-align: center; vertical-align: middle; font-weight: bold;">Performance</td> <td rowspan="12" style="text-align: center; vertical-align: middle; font-weight: bold;">Operations Management</td> <td rowspan="4" style="padding: 5px;">A. Monitors The Operation</td> <td style="padding: 5px;">1. 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	Signature: _____ Date: _____	
	13. Recommendation <input type="checkbox"/> Certification Skill Check <input type="checkbox"/> Certification <input type="checkbox"/> Continuation of OJT <input type="checkbox"/> Skill Enhancement Training <input type="checkbox"/> Suspension of OJT	
14. Employee's Comments: <div style="margin-top: 10px;"> This report has been discussed with me (Signature) _____ Date: _____ </div>		
15. Certification/Recertification I certify that this employee meets qualification requirements and is capable of working under general supervision. Signature of Certifier: _____ Date: _____		

CONTROLLER-IN-CHARGE JOB FUNCTIONS AND INDICATORS FOR THE OJT INSTRUCTION/EVALUATION REPORT

JOB FUNCTION CATEGORY: MONITORS THE OPERATION

Job Function	Indicator
1. Maintains awareness.	<ul style="list-style-type: none"> a. Maintains situational awareness and keeps appropriate personnel aware of the total traffic situation, current and forecasted weather conditions, traffic management programs/initiatives, and equipment status. b. Remains alert for possible situations that may affect traffic, personnel, or equipment. c. Manages saturation or traffic flow problems. d. Is aware of the status of all equipment and personnel.
2. Applies good judgment.	<ul style="list-style-type: none"> a. Adheres to priority of duties. b. Actions are planned in a complete, correct, and timely manner to provide the environment for a safe, orderly, and efficient flow of traffic. c. Performs on-the-spot corrections for operational integrity. d. Assigns duties in an effective and proactive manner. e. Manages resources in a manner that avoids inefficiencies.
3. Is aware of controller and system user requirements.	<ul style="list-style-type: none"> a. Deploys resources in a manner that considers field facilities, controllers, and users. b. Ensures compliance with traffic management initiatives. c. To the extent that safety is not compromised, ensures the user is accommodated while maintaining equity of access among all users. d. Listens and responds to controller requests.

	e. Listens and responds to user requests.
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JOB FUNCTION CATEGORY: MONITORING THE OPERATION (Continued)

Job Function	Indicator
4. Handles unusual situations.	<ul style="list-style-type: none"> a. Reacts appropriately to adverse situations. b. Ensures decisions are based on known facts and data. c. Investigates and analyzes situations to determine an effective course of action. d. Requests assistance when workload/situation dictates.

JOB FUNCTION CATEGORY: METHODS AND PROCEDURES

Job Function	Indicator
5. Monitors system.	<ul style="list-style-type: none"> a. Understands job functions and analyzes conditions which may impact the work environment. b. Manages system constraints proactively.
6. Implements programs/initiatives correctly.	<ul style="list-style-type: none"> a. Makes a proper assessment of the situation and provides a valid justification for actions. b. Plans properly using reliable and accurate data. c. Considers available options. d. Takes timely and correct actions. e. Organizes processes of implementation into logical sequences. f. Administers and coordinates for cancellation of traffic management initiatives and programs.

JOB FUNCTION CATEGORY: METHODS AND PROCEDURES (Continued)

Job Function	Indicator
7. Maintains efficient traffic flow.	<ul style="list-style-type: none"> a. Considers present and forecasted traffic to determine if an overload may occur and takes appropriate action to prevent or reduce the impact. b. Considers traffic mix and aircraft characteristics to ensure an orderly traffic flow is maintained. c. Deploys personnel so departing, arriving, and en route traffic flows effectively and efficiently.
8. Takes prompt action to correct errors.	<ul style="list-style-type: none"> a. Recognizes when an error has been made and takes prompt action to correct the error. b. Uses alternate strategies, as necessary, in a timely and efficient manner.
9. Handles data correctly.	<ul style="list-style-type: none"> a. Disseminates SIGMET's, CWA's, AND MIS's correctly. b. Obtains PIREP's, when required, and they are properly written, recorded, and disseminated. c. Handles, uses, and disposes sensitive/classified documents correctly. d. Collects and disseminates traffic management information, equipment outages, and other data as necessary. e. Ensures required information is appropriately posted. f. Ensures documentation reflects actual system performance. g. Documents operational information in a correct and timely manner.

JOB FUNCTION CATEGORY: EQUIPMENT

Job Function	Indicator
10. Uses equipment capabilities fully.	<ul style="list-style-type: none">a. Uses equipment to fullest extent possible.b. Demonstrates knowledge of capabilities and limitations of equipment.c. Enters all required data into appropriate computer systems.d. Adjusts displays appropriately.e. Demonstrates ability to retrieve information from all available equipment sources.
11. Recognizes equipment malfunctions.	<ul style="list-style-type: none">a. Recognizes equipment malfunctions and uses appropriate methods to restore equipment to operational status if possible.b. Reports equipment outages to appropriate personnel if restoration to operational status is not possible.c. Understands and posts equipment status information correctly.d. Accomplishes required reports on equipment outages.
12. Makes complete/correct computer entries.	<ul style="list-style-type: none">a. Uses correct computer entries.b. Is aware of equipment peculiarities.

JOB FUNCTION CATEGORY: RESOURCE MANAGEMENT

Job Function	Indicator
13. Staffs appropriately.	<ul style="list-style-type: none"> a. Ensures appropriate positions are opened for current and anticipated traffic volume. b. Ensures sufficient personnel are available to meet anticipated traffic demands. c. Ensures sufficient personnel are available to accommodate planned events. d. Ensures appropriate process and priority for leave.
14. Provides relief periods.	<ul style="list-style-type: none"> a. Accomplishes position rotation in an efficient manner. b. Gives meal breaks appropriate priority.

JOB FUNCTION CATEGORY: TRAINING

Job Function	Indicator
15. Accomplishes training.	<ul style="list-style-type: none"> a. Ensures training activities are accomplished in a proper and timely manner. b. Ensures training documentation is accomplished in a proper and timely manner. c. Ensures OJT assignments are appropriate for level of proficiency. d. Ensures OJT instruction reports are prepared.
16. Documents training.	<ul style="list-style-type: none"> a. Ensures OJT assignments are appropriate for level of proficiency. b. Ensures OJT instruction reports are prepared.

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JOB FUNCTION CATEGORY: HUMAN RELATIONS AND COMMUNICATION

Job Function	Indicator
17. Communicates shift requirements effectively.	<ul style="list-style-type: none"> a. Provides on-the-spot corrections diplomatically. b. Manages workplace distractions utilizing courtesy and tact. c. Utilizes human relations skills when making operational assignments.
18. Communicates effectively with the public.	<ul style="list-style-type: none"> a. Coordinates facility visits. b. Responds to media inquiries appropriately. c. Communicates effectively with system users.
19. Maintains an effective work environment.	<ul style="list-style-type: none"> a. Communicates effectively to minimize workplace distractions. b. Is courteous, tactful, and displays a spirit of cooperation. c. Remains calm and displays a positive attitude under adverse conditions.
20. Communicates effectively with management.	<ul style="list-style-type: none"> a. Provides accurate and objective documentation of operational events to supervisory personnel. b. Communicates information about unusual situations in a timely and effective manner. c. Informs management of potential problems/situations when appropriate.

JOB FUNCTION CATEGORY: HUMAN RELATIONS AND COMMUNICATIONS (continued)

Job Function	Indicator
21. Provides complete and accurate relief briefings.	<ul style="list-style-type: none"> a. Follows approved checklist when exchanging information and both individuals acknowledge the positive transfer of responsibility. b. Ensures that questions about the operation of the position are resolved before transfer of responsibility is completed. c. Communicates pertinent status information including traffic management initiatives, weather information, and system situation. d. Signs on/signs off the position as appropriate.

JOB FUNCTION CATEGORY: QUALITY ASSURANCE

Job Function	Indicator
22. Prepares accident and incident reports that are complete and accurate.	<ul style="list-style-type: none"> a. Notifies management in a timely manner. b. Applies and follows directives. c. Prepares and forwards documentation.
23. Reports miscellaneous events accurately.	<ul style="list-style-type: none"> a. Completes daily reports. b. Accomplishes QAR's. c. Records flight assists, noise damage issues, and complaints, reckless flying reports, and UFO reports and actions taken.